



## **APPENDIX B: DESCRIPTION OF THE CCAG PROCESS**



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## Description of the CCAG Process

The Arizona Climate Change Advisory Group (CCAG) process is based on successful planning templates developed for recent, comprehensive state climate change action plans and adapted specifically to Arizona. The Center for Climate Strategies (CCS, [www.climatestrategies.us](http://www.climatestrategies.us)) was formed to assist states with the development and implementation of climate change mitigation plans and policies based on experience with many climate change plans and related policy processes. The Arizona CCAG process is designed to address multiparty, multi-issue, science intensive, consensus-building issues inherent to comprehensive climate policy action plans. It combines techniques used successfully in Alternative Dispute Resolution, Community Collaborative Based Decision Making, and Strategic Planning.

### Purpose and Goals

The purpose and goals of the CCAG are expressed in Executive Order 2005-02, and include:

- Formation of the CCAG
- Development of recommendations for a comprehensive Arizona Climate Change Mitigation Action Plan
- Development of comprehensive greenhouse gas (GHG) emissions inventories and reference case projections for all sectors
- Transmittal of a final report with stakeholder recommendations to the Governor

### Process Design

Activities of the CCAG process will be:

- Stepwise: The process will iterate to consensus and require continuity among participants. Stakeholder and technical work group participants will be expected to regularly attend meetings. Alternates should attend as needed due to schedule conflicts, but not as regular replacements.
- Fact based: Technical analysis and policy design will be achieved through preliminary and joint fact-finding and, ultimately, joint policy development by stakeholders and technical work groups assisted by a facilitation and technical consulting team.

- Consensus driven: The state will seek but not mandate consensus through this process, and final decisions by stakeholders will be made through agreed upon decision criteria and voting procedures that allow a full expression of viewpoints.
- Self-determined: The process starts with no pre-commitments to particular policies. Priorities for analysis and final recommendations will be self-determined through informed judgments by stakeholders and working groups.
- Informal and nonbinding: The process will be advisory and nonbinding to the state to provide public input for potential future policy decisions. It is structured as an informal consensus building effort to provide a full opportunity for stakeholders to make voluntary decisions on recommended policies.
- Transparent: The processes will be transparent. Policy options will include clear design parameters such as levels, timing, coverage, and implementation mechanism. Technical analyses will include clear disclosure of data, methods, sources and assumptions. All proceedings will be posted to the project website, [www.azclimatechange.us](http://www.azclimatechange.us).
- Inclusive: The process will include stakeholders, work group participants, and opportunities for public input in accordance with the Arizona Open Meetings Law.
- Flexible: Throughout the process the facilitation team will check with participants and the state on progress and any potential need for revision. Any proposed changes will be shared openly with the group.

Key steps and parameters of the process include the following:

- Stakeholder and technical work groups will explore solutions in all sectors, including: energy supply; commercial, industrial and residential; transportation and land use; agriculture and forestry; and waste management.
- The process will start with examination of a compendium of related policy actions undertaken in Arizona as well as other states and regions, with adaptation and initial prioritization for Arizona based on stakeholder preference.
- Mitigation of all GHG's will be examined, including carbon dioxide, methane, nitrous oxide, synthetic gases and, potentially, black carbon. Units will be expressed in carbon dioxide equivalents (CO<sub>2</sub>e).
- Historical emissions inventories and reference case projections will be developed for years 1990-2020.
- Recommendations for action will cover future time periods of 2010, 2020 and, potentially, a third period beyond to be determined.
- Recommendations may include state level action as well as multi-state regional actions, as well as applicable voluntary and mandatory approaches.
- Recommendations will include both quantified and non-quantified actions, with emphasis on numerical analysis of GHG reduction potential and cost effectiveness for as many options as possible under available funding and project timetables. Secondary impacts and ancillary issues will be evaluated on a case-by-case basis pending stakeholder input.
- Stakeholder discussions will iterate to consensus and explore alternative policy designs and additional analysis as needed to reach final consensus, with assistance from the facilitation team and work groups.

- The final report will document CCAG recommendations and views on each policy option, including alternative views as needed.

## **Facilitator Guidelines**

As a part of its role as evaluative facilitator, CCS voluntarily abides by the model standards of conduct by the American Arbitration Association, American Bar Association, and Association For Conflict Resolution as applicable to the advisory process as an informal, consensus building initiative.

## **Participant Guidelines**

Stakeholders and technical work group members are expected to follow certain codes of conduct during the process, including:

- Attendance at all meetings to provide continuity to the stepwise process. Alternates may be named when absolutely necessary but may not serve as regular replacements for designated CCAG members or vote on behalf of CCAG members.
- Active involvement in proposals and evaluations is needed to fully support the process of joint policy development.
- Good faith participation and full support of the process is needed to respond to the Governor's request for comprehensive policy recommendations.
- In exchanging information and views, CCAG members should make fact based offers and statements, and refrain from personal criticisms.
- Do not represent the state or stakeholders in contacts with the media.

## **Timing**

The first stakeholder meeting is scheduled for July 14, 2005, with six stakeholder meetings to be held from July 2005 to June 2006. Interim working group conference calls will be held between stakeholder meetings as needed. A draft inventory and projection of state greenhouse gas emissions will be provided to CCAG members for discussion at the July 14 meeting, with a final version produced for approval by the CCAG at its December meeting. The final report with stakeholder recommendations will be transmitted to the Governor by June 30, 2006. See the master schedule for the process for more detail on the timing of specific activities.

## **Roles and Responsibilities:**

### **Leadership and Management**

Governor Janet Napolitano has convened the CCAG through Executive Order 2005-02 and invited stakeholders to participate. ADEQ will organize and coordinate the process. The Center For Climate Strategies (CCS) under the direction of Tom Peterson will provide facilitation and

technical support. CCS will report to ADEQ and provide a final CCAG report to Governor Napolitano.

## **Stakeholders**

A group of stakeholders has been selected by the state to form the CCAG. This group is tasked with developing final recommendations to the Governor with the assistance of technical work groups and an evaluative facilitation team.

## **Technical Work Groups**

Technical work groups will be formed from subgroups of stakeholders, augmented as needed by other technical representatives and experts designated by the state. These groups will cover the following sectors: energy supply, waste energy, transportation and land use, commercial, industrial, residential, agriculture, forestry and cross cutting issues (such as reporting, registries, and education). Technical work groups will be tasked with providing guidance to stakeholders on priorities for analysis, technical analysis and design of options, and potential options for recommendation. They will be advisory to the stakeholder group and will participate in facilitated discussions between stakeholder meetings.

## **Public Participation**

CCAG meetings will be conducted in accordance with the Arizona Open Meetings Law. Meeting notices, advance materials, and minutes of previous proceedings will be made available to the public through the project Web site or other means. Public input may be provided as a part of stakeholder meetings.

## **Evaluative Facilitation**

The stakeholder and technical work group facilitators will serve as neutral and expert parties with the role of facilitating decisions and providing evaluative assistance to assist consensus building. Tom Peterson will serve as facilitator of the stakeholder group and coordinate an experienced technical facilitation and evaluation team. CCAG facilitation responsibilities include:

- Reporting to ADEQ
- Coordination and liaison with agency technical and support staff
- Coordination of technical work group leaders
- Facilitation and management of stakeholder meetings
- Oversight of the facilitation of work group discussions
- Oversight of advisory group documents
- Oversight of editing and production of the final report
- Conducting public meetings as needed

## **Technical Evaluation**

Technical work group leaders will provide facilitation and consulting support to the advisory group to support consensus building. Technical consultants will perform analyses and provide support based on work group and stakeholder input. The team includes work group leaders covering key sectors and other consultants as needed for specialized analysis or additional capacity.

General responsibilities of work group leaders include:

- Assistance to CCAG members and technical work groups with fact finding and policy development
- Development of work group technical plans
- Development of work group agendas, documents, and presentations
- Analysis of policy options and scenarios to advisory group specifications
- Coordination with work group leaders, advisory and work group members, consultants, agency staff and outside technical experts as necessary
- Development of final report language, tables, and graphs

Specific analysis by technical consultants will include:

- GHG emissions inventories and reference case projections for all sectors
- Lists of potential mitigation options and assistance with development of initial priorities for analysis
- Open technical guidance related to policy design, data sources, methods and assumptions for analysis of policy options
- Initial quantification of direct GHG impacts and cost effectiveness, including advanced modeling for sectors, as necessary
- Revisions and alternative design proposals as needed
- Assistance in identifying potential implementation mechanisms and scenarios
- Final quantification of GHG impacts, cost effectiveness, and ancillary issues, including economic modeling, as necessary.

In addition to providing technical consulting team support for policy analysis and development, CCS will manage a project website for use by participants, [www.azclimatechange.us](http://www.azclimatechange.us). The website will be used for document sharing throughout the process. CCS will be responsible for posting documents and managing the site.

## **Key Members of the CCS Project Team:**

Thomas D. Peterson - Executive Director, The Center For Climate Strategies (CCS), Senior Research Associate, Penn State University; Advisory Group Facilitator

Dr. Karl Hausker – Senior Advisor and Consultant to Enterprising Environmental Solutions Inc. (EESI); CCS Transportation and Land Use Work Group Leader

Maureen Mullen – Senior Chemical Engineer, E.H. Pechan & Associates, Inc.; CCS Transportation Issues Consultant

Michael Lazarus - Senior Scientist, Climate and Energy Program, Tellus Institute; CCS Residential/Commercial/Industrial Work Group Leader

Alison J. Bailie - Associate Scientist, The Tellus Institute, CCS Residential/Commercial/Industrial Work Group Leader

Eric Williams – Consultant to EESI; CCS Energy Supply Work Group Leader

Stephen Roe – Senior Scientist, Director Of California Operations, E. H. Pechan And Associates; CCS Registry and Emissions Modeling Consultant, Agriculture and Forestry Work Group Leader

Kenneth A. Colburn – Consultant to EESI; CCS Cross Cutting Issues Work Group Leader

Wiley Barbour - Executive Director of Environmental Resources Trust (ERT); CCS Registry and Markets Consultant

Dr. Adam Rose - Professor, Department of Geography, Penn State University; CCS Economic Modeling Consultant

For biographies of the CCS team members, please see the CCS Web site at [www.climatestrategies.us](http://www.climatestrategies.us). For contact information related to advisory group and technical work groups see [www.azclimatechange.us](http://www.azclimatechange.us).